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ABSTRACT

A study investigated advertising executives' perceptions of the importance of culture in international advertising, as well as advertising message approaches used by international corporations. It was hypothesized that more nonculturally oriented managers would agree to the use of the same creative strategies to advertise in both domestic and foreign markets than would culturally oriented managers. The sample consisted of 118 firms from the 1985 Fortune magazine directory of the 500 largest industrial companies; of these, 96 international advertising managers whose companies' business networks represented 120 countries, completed a mailed questionnaire. The hypothesis was supported. Results indicated that managers generally perceive culture to be somewhat important in international advertising campaign. These executives placed more importance on language, aesthetics, and values than they did on other cultural variables, such as economics, kinship, technology, social structure, religion, attitudes, and literacy. Findings also indicated that two groups of advertising managers emerged from the analysis of data: culturally oriented managers and nonculturally oriented managers. In designing messages for foreign markets, culturally oriented managers emphasize the use of diverse frames of reference through the use of varied message content, layout, symbols, appeals, and themes, as opposed to managers who use the same message elements regardless of any particular country or situation. Findings indicated that about 75% of the firms followed a localized approach in their international advertising campaigns, and that the use of a standardized approach seems to be decreasing. (Tables of data are included and a brief questionnaire sample is appended.) (NKA)

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The Impact of Culture on International Advertising Campaigns: A Managerial Perspective

A Paper Presented to the Advertising Division
at AEJMC Convention, August 1987

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ABSTRACT

The Impact of Culture on International Advertising Campaigns: A Managerial Perspective

by

Ali Kanso

This research investigates the impact of culture on international advertising campaigns and probes into the issue of standardized (universal) versus localized (individualized) advertising approaches.

A questionnaire was sent to international advertising managers of U.S. consumer durable product manufacturers. Out of 118 executives, 96 completed and returned the mailed questionnaire, making the response rate up to 81.4%.

The findings reveal that culture is important to some advertising managers and the degree of importance varies from one element of culture to another. Executives place more importance on language, aesthetics and values than they do on economics, technology, kinship, social structure, religion, attitudes and literacy.

The majority of the studied firms (75%) follow the localized approach in their international advertising campaigns. Many of these firms, however, make a limited use of standardized messages.

The study suggests that American firms should be more concerned with cultural differences if they want to minimize costly advertising blunders in overseas markets.

Introduction:

Advertising, like other forms of mass communication, is related to culture. Since advertising messages are encoded and decoded in a cultural context, it is vital for a communication researcher to study how advertising and culture relate to each other.

Very often, the advertiser's failure to fully comprehend cultural differences has entailed serious consequences. Many companies have either missed growth opportunities or lost potential customers in their international operations. Advertising blunders have troubled them. The buyers received the message, but to the company's dismay, the message was not appropriate.

Not much research has been done on the relationship between culture and advertising. While culture may affect advertising in many ways, advertising itself may alter the cultural environment in which it operates. This study is concerned with one aspect of the process: the effect of culture on advertising. The purposes of the research are two fold: (1) to determine the importance of culture in international advertising as perceived by advertising executives and (2) to investigate advertising message approaches used by international corporations.

The controversial transferability issue in the field of international advertising can be understood only when more is known about basic cultural elements that influence the transfer of advertising campaigns to different countries.

Such an understanding should prove advantageous not only from an economic standpoint, but also from the viewpoint of communication effectiveness.

The real growth of American business is no longer limited to the domestic market. Companies that would achieve their potential in today's drive for success and prosperity have to develop communications on a world-wide scale. The reason for this international thinking is justifiable. There has been substantial evidence that the overseas market is crucial to the U.S. economy. Some companies have learned how to enjoy a high percentage of profits on sales dollars abroad, perhaps more than in their home country. Others have suffered heavy losses in the United State market, but continuing profits from overseas have helped to soften the financial blow.[1]

Literature Review:

In the theory of communication, it is well established that an individual's cultural environment significantly affects the way he perceives information. Consequently, if a sender of a message lives in a cultural environment different from his intended receiver and wishes to communicate effectively, a knowledge of the culture of the receiver is necessary. Communication is most effective when encoding and decoding activities (i.e. use of symbols and meanings) are homgeneous. An encoder (advertiser) can be blamed for his failure not to realize that a decoder (consumer) perceives

the intended message differently.

In light of the above argument, the study emphasizes the use of the same frame of reference or what Schramm termed "shared field of experience" as a condition for appropriate encoding and decoding.[2] Frames of reference are shaped by factors such as beliefs, morals, values, traditions and other cultural elements.[3]

Historians have referred to culture as specific features of a civilization in which one society may have excelled. However, this study adopts the viewpoints of the anthropologist. Winick stated:

> The anthropologist is especially trained to have empathy with groups other than his own and to "tune in" on their patterns of culture...His training makes him sensitive to cross-cultural differences which may be of crucial importance in many different situations, because his entire training is geared toward awareness of such differences.[4]

The field of anthropology has provided a conceptual framework which encompasses various elements of culture. The elements used here are: material culture (technology and economics), social organization (kinship, education and class structure), supernatural (religion, values and beliefs), Aesthetics (arts, music and drama), and language.

The literature has indicated numerous examples of international advertising blunders. Such blunders were mainly attributed to lack of understanding of foreign cultures and their social norms. This can take many forms, ranging from blatant rejection of existing customs to innocent insensitivity to the environment.[5]

Related to the impact of culture is the issue of advertising message approaches used by international corporations. Academicians and practitioners alike are still divided on the advisibility of using either standardized or locally tailored international advertising campaigns. That is whether corporations should standardize messages so the same one might be used in almost all countries or should prepare separate messages for each country. Advertisers who use the standardized approach argue that consumers anywhere in the world have the same basic needs and desires and can, therefore be persuaded by universal advertising appeals. The potential cost saving and the opportunity to maintain a common theme or image are most attractive elements in the approach. On the other hand, advertisers who use the localized approach claim that consumers differ from country to country, and must accordingly be reached by advertising tailored to their respective countries. the sensitivity of locals to their cultural environment and the wide variations of media structure in the world are arguments in favor of this approach.

A famous advocate of the first school is Fatt who suggested that a successful advertising campaign in one country--utilizing a theme that would appeal to the basic wants and needs of individuals--could be expected to produce similar results in other areas of the world if the language is translated into the local idiom.[6]

In a study of advertising transferability in Europe and the Middle East, Dunn found that successful United States

print advertisements were surprisingly transferable.[7] Marquez examined cross-cultural research as a factor in deciding when to use standardized or non-standardized advertising. He analyzed the cultural content of advertisements from the U.S., Philippines and Thailand. His findings showed that these advertisements portrayed representative aspects of culture in a strikingly identical manner. The researcher concluded that standardized advertising could be employed among the three countries studied.[8]

On the other hand, several scholars and executives suggested, either implicitly or explicitly, that advertising approaches have to consider cultural differences and design campaigns specific to each country. Marcus, a top advertising executive in France, strongly maintained that an advertiser must tailor promotion to specific markets--especially when dealing with the French market--and that anyone who assumed otherwise was taking unnecessary risks.[9]

Donnelly conducted a study to determine how international advertising managers in leading U.S. firms value the international approach to advertising. He found that about 90 percent of the responding firms made some use of standardized advertising--though their use was presently minimal. Only about three percent of the firms used standardized advertising all the time. The results offered support for the view that non-domestic advertising must be adapted to each particular locale where it is to appear.[10]

Green, Cunningham, and Cunningham examined the reaction to the advertising of two consumer products in the U.S. and three foreign countries (France, India and Brazil). They found differences in the ways customers viewed the importance of various product attributes to their purchase behavior. The authors concluded that advertising messages should not use the same appeal for these countries, if the advertiser is concerned with communicating the most important attributes of his product in each market.[11]

Kaynak and Mitchell analyzed communication practices in Canada, Turkey and England, and the probable problems international companies may encounter in communicating with consumers in the respective countries. They observed great differences in communication strategies among the three countries.[12]

Other scholars ended up with a more middle-of-the-road recommendation. Peebles, Ryans and Vernon, for example, considered the faults of both standardized and localized strategies to be in the implementation and not in the validity of the concepts. They argued that the question should not be whether or not the campaign is standardized, but rather how well the campaign is being administered, standardized or not.[13]

With rapid growth of American corporations in overseas markets, especially in the last ten years, the transferability issue in advertising has taken a broader dimension with diametrically opposing views. A heated discussion has focused on the implementation of global

marketing strategy rather than multinational strategy. In 1983, Levitt stated that the globalization of markets is at hand and with that, the multinational corporation nears its end. He asserted that the world is becoming a common marketplace and people all over the world are remarkably alike regarding love, hate, fear, envy, joy and the role of food in their life. Levitt attributed the success of McDonalds, Pepsi-Cola and Coca-Cola to the fact that "they are globally standardized products, sold everywhere and welcomed by everyone." He even went further than early proponents of standardized advertising to contend that the world's desires and needs have become irrevocably homogenized.[14]

Levitt's theory has kicked up much dust in the marketing and advertising business. Kotler, for example, stated that Levitt bludered in his assessments of the overseas success. He counter-argued: "the success of McDonalds, Pepsi-Cola and Coca-Cola is based on variation, not offering the same product everywhere." Kotler recommended variations in product quality, sales promotion and the advertising message, depending on factors such as consumer wealth and life styles.[15]

The debate over the use of standardized vs. localized approaches may continue for decades. Perhaps the dilemma lies in the generalizability of research findings. Some researchers, especially the earlier ones, studied the transferability of an advertising theme or slogan and drew a conclusion about the whole advertising campaign. Their fallacy implies that if a theme or a slogan is identical in

messages aimed at different markets, the campaign can be transferable. They neglected the fact that a theme or a slogan is only one element of the message preparation (creative strategy) and therefore, the standardized approach entails more than a single variable.

Writers and scholars have discussed the transferability issue of international advertising from different angles. They have focused on certain points and paid little or no attention to others. The most neglected area in the research subject is the impact of culture on international advertising. It is uncertain whether culture plays an important role in designing advertising messages. The relationships between cultural orientations or advertising executives and their advertising practices have not been fully investigated. For these reasons, this paper addresses the following research questions and hypothesis.

Research Questions:

1. Is culture important to international advertisers? If so, what elements of culture are most important in designing international advertising campaigns?

2. Do international advertising messages tend to follow the standardized approach or the localized approach?

3. Is there any significant relationship between manager's attitudes toward controversial cultural issues and advertising approaches used by their firms.

Hypothesis:

Non-culturally oriented managers, more than culturally oriented managers, tend to agree on the use of the same elements of creative strategy to advertise in both domestic and foreign markets.

Methodology:

The study dealt with international advertising managers of U.S. consumer durable product manufacturers. Consumer durable goods include wood products, motor vehicle and equipment, electric and electronic equipment, stone and glass products, fabricated metal products, primary metal products, instruments and related products. The selection was based on an observation that such products are heavily advertised in foreign markets.

The sample consisted of 118 firms from the 1985 Fortune directory of the 500 largest industrial corporations. The number was carefully drawn after exhaustive attempts were made to guarantee that all selected corporations manufacture consumer durable goods and are involved in foreign markets through either subsidiaries, affiliates or branches. The sales volume of each of the 118 firms varied from about $416 million to $84 billion. The business activities of each firm covered areas ranging in scope from three to fifty-seven countries. On the whole, the business network of the selected companies reached 120 countries.

To identify the international advertising managers, headquarters were called up and requested to name the executives who are in charge of international advertising. Such a procedure was necessary. The job title of international advertising managers varies from firm to firm, and standard directories could not provide more than 20 percent of the names of the intended managers.

Data collection was conducted through a mail survey. It was preceeded by a pretest to validate the questionnaire. The pretest led to the delition of a question that was not applicable to some managers and the modification of two other questions.

Data collection took place from the tenth of July to the ninth of September 1985. In that period three waves of the same questionnaire, along with cover letters and self-addressed stamped return envelopes, were mailed to the managers in the chosen firms. In each of the first two waves, recipients were given two weeks to reply. Before the third wave went out, and for three weeks, managers were called up and urged to reply as soon as they could.

Out of the 118 managers who represented consumer durable product manufacturers, 96 managers completed and returned the questionnaire, making the response rate up to 81.4%. the response rate reached 42% after the first wave, 60% after the second wave and 81.4% after the third wave. The rate could have been 90% had ten managers been excluded from the population. These ten managers sent letters stating that they could not fill out the questionnaire because advertising campaigns were entirely handled by subsidiaries and divisions. The researcher considered the letters as non-responses and decided to retain the managers when computing response rate.

The main strategy to get such a high response rate was the use of two follow-ups of questionnaire. Other factors contributed to the increase in the responses. Managers were

promised that the requested information would be confidential and were given an option to get a summary of the study. Telephone calls, especially after the first follow-up questionnaire, were very helpful. Some managers needed to be reminded because they were on summer vacation.

Importance of Culture. To determine the importance of culture, managers were asked to express their attitudes toward the effects of ten cultural elements on international advertising campaigns. The elements which were presented in ten statements (see Appendix A) consisted of material possession (economics), technology, relationship differences (kinship), literacy (education), social structure, religion, attitudes, values, aesthetics and language. Each attitude was measured on a six-point forced-choice scale ranging from strongly agree (+3) to strongly disagree (-3). It was believed that managers' agreement and disagreement on the effects of the ten elements would reflect the importance they attached to culture in international advertising. Findings of research from different disciplines concluded that degrees of agreement and importance correlate highly.

Ten index scores of managers' attitudes (one index for each element) were developed. Index scores that were 1.5 and greater identified the elements of culture as the most important. It was deemed that such index scores would represent attitudes which are not affected by a social desirability to take a moderate stand on the issue of culture.

Management Orientation. Respondents were divided into

two groups: culturally oriented managers and non-culturally oriented managers. To do so, managers' opinions on the implication of nine (rather than ten) elements of culture in international advertising were measured on a six-point scale. Numbers from 6 to 1, rather than from +3 to -3, were assigned to degrees of agreement or disagreement on the elements. Then, the mean of each manager's summated score was computed. A manager who achieved a mean equal to 4 or less, was considered non-culturally oriented. A manager who achieved a mean equal to 4.5 or greater, was considered culturally oriented. The one element of culture that was excluded from the computation of summated score was literacy. Applying inter-item correlations, literacy showed negative associations with most of the other variables.

This cultural classification screened out managers who could not be related to either group. These managers tended to have a "mixed" orientation. Based on that, the study identified 41 managers as culturally oriented and 35 managers an non-culturally oriented. The remaining 20 managers had "mixed" orientation.

Types of Advertising Approaches. Advertising approaches used by American firms were either localized or standardized. To gauge this, managers were asked to indicate the percentage of advertising messages from their firms which made use of a standardized creative approach (i.e. use of identical messages in both U.S. and foreign markets). The percentage of stadardized messages was presented in six brakets: never use, 1% - 25%, 26% - 50%, 51% - 75%, 76% - 99% and always

use. A firm that made no use of standardized messages, or made use of standardized messages less than 50 percent of the time, was defined as localized. A firm that made use of standardized messages all or more than 50 percent of the time, was categorized under the standardized approach.

Controversial Issues in International Advertising. Controversial issues were those of cultural considerations that advertisers would face in designing campaigns for foreign markets. They were related to kinds of messages, types of advertising approaches, patterns of decisions, and kinds of advertising agencies. To examine the implications of such issues, managers were asked to express their attitudes toward a set of statements representing different views. The attitudes were measured on a six-point forced-choice scale ranging from strongly agree (+6) to strongly disagree (+1).

Results

Research question 1 addresses the issue of relative importance of culture. Index scores revealed that culture is somewhat important to international advertising managers. Table 1 presents in order the ten elements of culture based on the weighted index scores.

TABLE 1 ABOUT HERE

None of the index score is negative. In general, managers agreed on the implication of culture in international advertising campaigns. However, a wide variation of degree of importance exists among the ten elements of culture. Index score ranging from .10 to 1.85 are evidence of such a variation.

Considering index scores of 1.5 and greater as criteria to specify the most important elements of culture, the findings revealed only three elements: language (1.85), aesthetics (1.68) and values (1.48). The index score of values is included because it is very close to 1.50.

As a group, managers agreed that: language diversity necessitates the use of local communication expertise, choice of illustration must be related to the consumers' aesthetic sense, and advertising campaigns must emphasize values predominant in each market.

Literacy gained the lowest index score (.10) among the remaining seven elements. Managers did not have a strong feeling about the use of broadcast media as a result of variations of literacy rate among countries.

The majority of the studied firms (about 75%) follow the localized approach in their international advertising campaigns. Many of these firms, as presented in Table 2, make a limited use of standardized messages.

TABLE 2 ABOUT HERE

On the whole 77% of the firms make some use of standardized messages, but in most of these firms the intensity of such use does not justify inclusion in the standardized approach category. Only 24 out of 96 firms fall in the standardized category. For research question 2, the findings suggested that American companies are guided by the localized approach more than the standardized approach.

Research question 3 sought to examine whether a significant relationship exists between managers' attitudes toward controversial cultural issues and advertising approaches used by their firms. Conducting a multivariate Wilks' lambda test, results revealed that such a relationship was significant beyond the .0005 level. Table 3 presents the results. It also includes univariate F-tests to provide an analysis about all variables involved.

TABLE 3 ABOUT HERE

Results showed that managers with a localized approach, more than managers with a standardized approach, tend to agree that: (1) advertising messages should fit unique traditions, values and beliefs in each country, (2) the use of foreign advertising agencies is more practical for accommodating local changes in each market, (3) the time to devise a universal campaign has not come yet, and (4) due to

differences in traditions and customs, an advertiser must use symbols that are recognizable to each country.

On the other hand, managers with a standardized approach, more than managers with a localized approach, tend to agree that: (1) advertising campaigns can be standardized in all foreign countries, (2) the centralization of advertising decision will achieve the greatest success for overseas markets, (3) advertising for different countries should be identical in content and brand names, (4) layout of advertisements can be universally understood, and (5) despite cultural differences, the advertising theme can be the same for all markets.

The only issue that gained the consensus of both groups of managers was the advertising appeal. The two groups agree that appeals of advertisements targeted at foreign markets must be entirely compatible with consumers' life style. A univariate F-test did not show any significant difference in attitudes ($F=1.71$, d.f. = 1,94; $p>.05$).

This consensus could be attributed to an increasing recognition that appeals should communicate different "languages" even in cases where basic human needs are the same.

The hypothesis stated that non-culturally oriented managers, more than culturally oriented managers, tend to agree with the use of the same elements of creative strategy to advertise in both domestic and foreign markets. The elements of creative strategy involve: content and brand name, layout, symbol, appeal and theme. The hypothesis was

confirmed. The multivariate Wilks' lambda test, as presented in Table 4, was significant beyond the .0005 level. Also the univariate F-tests were significant.

TABLE 4 ABOUT HERE

In general, non-culturally oriented managers tend to agree that: (1) advertising for different countries should be identical in content, (2) layout of advertisement can be universally understood, and (3) the advertising theme can be the same for all markets. By comparison, culturally oriented managers agree slightly on the element of layout and disagree on the elements of content and theme. Culturally oriented managers have a strong feeling about the elements of symbol and appeal. They agree that: (1) advertisers must use symbols recognizable and meaningful to each market, and (2) advertising appeals must be entirely compatible with consumers' life style. Non-culturally oriented managers slightly agree on these two issues. Obviously, these results indicate that advertisers' attitudes toward elements of creative strategy are consistent with their management orientation. Culturally oriented managers who recognize cultural differences in foreign markets, stress the idea of using different elements in advertising messages. By contrast, non-culturally oriented who disregard such cultural differences, adhere to the idea of using the same elements in

advertising messages.

Summary and Conclusions

The research investigated the impact of culture on international advertising as perceived by advertising managers. It also examined the transferability issue of standardized (universal) versus localized (individualized) advertising approaches. The study stressed that an advertiser (source), trying to communicate effectively in foreign markets, should use a message that is recognized by the receivers. This necessitates the use of frames of reference that are equally understood by foreign consumers. Frames of reference mean impressions, experiences and other factors that affect conscious and subconscious awareness. They are shaped by cultural elements such as beliefs, values, traditions and ideals.

A questionnaire was mailed to international advertising managers of U.S. consumer durable product manufactures. Out of 118 executives, 96 completed and returned the mailed questionnaire (81.4%).

Findings suggest that managers in general perceive culture to be somewhat important in international advertising campaigns. They place more importance on language, aesthetics and values than they do on other cultural variables (economics, kinship, technology, social structure, religion, attitudes and literacy). However, two groups of advertising managers emerged: culturally oriented managers

and non-culturally oriented managers.

In designing messages for foreign markets, culturally oriented managers emphasize the use of various frames of reference through the use of varied message content, layout, symbols, appeals and themes. Non-culturally oriented managers deemphasize the use of various frames of reference and stress the use of the same message elements regardless of any particular situation.

The study indicates that about 75% of the firms follow a localized approach in their international advertising campaigns. The use of a standardized approach seems to be decreasing. While a majority of the firms use localized approaches, many adjustments still need to be made to conform to foreign market conditions. A main adjustment is a genuine recognition to all elements of culture. Such a recognition should be realized in practices, and not simply in stated policies.

Cultural differences are deeply rooted, and the task of the advertising manager is to accept these differences rather than dismiss them. Human needs and wants are more or less universal, but the way that individuals satisfy them is not. Satisfaction is largely determined by cultural conditions.

To minimize advertising blunders, American firms should consider each foreign business opportunity as a unique challenge. This consideration requires the firm to depend heavily on foreign local experts who are well qualified to understand their environment. American firms may recognize cultural differences, but they still need to deal with these

differences from a local perspective. In short, what is needed for successful international advertising is a global commitment to local vision.

The study findings provide meaningful answers to advertising practices. But they also suggest further research possibilities. The author recommends the following issues for future research:

1. The study has revealed that advertising managers place little importance on literacy. Research is needed to identify reasons for such a low concern. Questions related to types of products (sophisticated or unsophisticated) and areas of markets (developed or underdeveloped countries) can be addressed.

2. The study has indicated that international advertising managers consider language diversity, aesthetics (use of illustration) and values more important than other elements of culture. Research is needed to determine whether such attitudes are due to perceived problems in areas under consideration.

3. The study has shown that culturally oriented managers and non-culturally oriented managers are significantly different in their approaches to creative strategy. More research is needed to determine whether such attitudes are related to breadth of a manager's experience or a firm's level of involvement in foreign markets.

4. The study has found that a majority of the firms follow the localized approach in their international advertising campaign. Research is needed to identify criteria used by subsidiaries.

5. The study has spelled out advertising approaches, but a content analysis is needed to determine the extent that managers' perceptions and attitudes square with their practices.

The author hopes that these recommendations will stimulate further interest in the field of communication and advertising.

FOOTNOTES

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Table 1

Weighted Indices of Managers' Attitudes
Toward Culture in International Advertising

(N=96)

Elements of Culture	Index Scores
Language	1.85
Aesthetics	1.68
Values	1.48
Economics (material possession)	1.29
Kinship (relationship differences)	1.05
Social structure	.90
Technology	.76
Attitudes	.61
Religion	.53
Literacy	.10

Table 2

Extent of Standardized Messages
Used by U.S. Firms for Foreign Markets

(N=96)

Percentage of Messages Used	Number of Firms	Percent of Total	Cumulative Percentage
Never used	22	22.9	22.9
1%-25%	34	35.4	58.3
26%-50%	16	16.7	75.0
51%-75%	6	6.3	81.3
76%-99%	15	15.6	96.9
Always used	3	3.1	100.0
		100.0%	

Table 3

Managers' Responses to Controversial Cultural Issues
Based on Approaches to International Advertising Campaigns

Statements	Mean, Localized	Mean, Standardized	F	P
To guarantee effective advertising, an advertiser should design messages that fit the unique traditions, values and beliefs in each country.	5.23	4.58	8.30	<.005
Although need satisfaction is based on cultural considerations, advertising campaigns can be standardized in all foreign markets.	2.69	4.16	19.86	<.0005
In dealing with overseas markets, the greatest success will be achieved through the centralization of advertising decisions.	2.91	4.62	27.87	<.0005
In advertising operations, it is better to use foreign agencies to quickly accommodate local changes in each market.	4.47	3.70	8.74	<.004
Consumer differences in various countries are diminishing, but the time to devise a universal campaign has not come yet.	4.59	3.58	14.84	<.0005

Table 3 (continued)

Statements	Mean, Localized	Mean, Standardized	F	P
Advertising for different countries should be identical in content and make use of the same brand names.	2.87	3.95	12.99	<.001
No matter how we perceive cultural differences, layout of advertisements can be universally understood.	3.29	4.50	14.62	<.0005
Due to differences in traditions and customs, an advertiser must use symbols that are recognizable and meaningful to each market.	4.84	3.91	14.48	<.0005
In presenting advertisements for use, an advertiser must make sure that appeals are entirely compatible with consumer's life style.	4.87	4.58	1.71	N.S.D.
Despite cultural differences, the perception of an advertising theme can be the same for all markets.	2.50	4.16	32.79	<.0005

(Wilks' lambda = .59, d.f. = 10,85; p<.0005)
The degree of freedom for each univariate F = 1,94.

Table 4

Responses to Elements of Creative Strategy
Based on Management Orientation of the Firm

Statements	Mean, Culturally Oriented	Mean, Non-Culturally Oriented	F	P
Advertising for different countries should be identical in content and make use of the same brand names.	2.65	3.77	14.99	<.0005
No matter how we perceive cultural differences, layout of advertisements can be universally understood.	3.26	4.05	5.80	<.02
Due to differences in traditions and customs, an advertiser must use symbols that are recognizable and meaningful to each market.	5.04	4.00	19.23	<.0005
In presenting advertisements for use, an advertiser must make sure that appeals are entirely compatible with consumer's life style.	5.17	4.34	16.59	<.0005
Despite cultural differences, the perception of an advertising theme can be the same for all markets.	2.60	3.51	8.13	<.006

(Wilks' lambda = .63, d.f. = 5,70 ; p<.0005)
The degree of freedom for each univariate F = 1,74.

APPENDIX A

Following is a list of statements concerning the effects of cultural elements on international advertising. We would like to know the extent you agree or disagree with these statements.

	Strongly Agree		Slightly Agree	Slightly Disagree		Strongly Disagree
An advertising campaign that places values on material possessions will not appeal to all markets.	___	___	___	___	___	___
If certain media are not available due to technological considerations, the company needs to design its media strategy on a single country basis.	___	___	___	___	___	___
Relationship differences (i.e. family, tribe, interest group) necessitate the use of different advertising messages for various markets.	___	___	___	___	___	___
The variations of literacy rate among countries dictate emphasis on the use of broadcast media in advertising campaigns.	___	___	___	___	___	___
Not all people have equal rights and opportunities. An advertiser must accept the local definition of class structure and design advertising programs accordingly.	___	___	___	___	___	___
International advertisers should design messages appropriate to the prevailing religious beliefs in each country.	___	___	___	___	___	___
Advertising programs should not call for attitude change if the attitudes in the target market are traditional.	___	___	___	___	___	___
An advertising campaign that intends to elicit certain behavior must emphasize values predominant in each market.	___	___	___	___	___	___
The choice of illustrations and colors must be related to the consumers' aesthetic sense.	___	___	___	___	___	___
The language diversity in world markets necessitates the use of local communication expertise in each market.	___	___	___	___	___	___